

## Table of Contents, Volume 23

Many of the articles listed are available in reprint form from *The Quarterly*. They are marked with an asterisk (\*), with ordering information (order number and cost) appended to their descriptions.

Information on the availability of reprints from the February 1983 (No. 4) issue may be obtained from *The Quarterly*, 327 Statler Hall, Cornell University, Ithaca, NY 14853.

### May 1982 (Vol. 23, No. 1)

**(The Inn-Side of the Law) Patron Misconduct: Whose Responsibility?**, by John E. H. Sherry. A look at food-service operators' responsibility to protect their patrons from harm, illustrated via a Texas court case in which the plaintiffs filed suit against a fast-food restaurant. Pages 4-5.

**(Notes) A Layman's Look at Tourism Statistics**, by Norman G. Cournoyer and James K. Kindahl. A no-nonsense primer on the quantitative measures and economic jargon of today's tourism studies, providing guidance for those attempting to decipher tourism statistics. Pages 6-9.

**\*Hotel Feasibility Analysis, Part I**, by Paul Beals and David A. Troy. A critique of methods currently used in evaluating lodging-industry investments. Pages 10-17. [A&F30 (2 pts.); \$2.50]

**The Timeshare Feasibility Study: Forecasting Sales Performance**, by Christopher W. Hart. Development of a formal forecasting model incorporating numerous factors hypothesized to affect timeshare sales. Pages 18-30.

**Planning for the World's Fair: How to House Five Million Guests**, by Michael Evans. Methods used by World's Fair developers for predicting room demand and for establishing an efficient, coordinated lodging reservations system. Pages 31-34.

**Marketing Services by Managing the Environment**, by Bernard H. Booms and Mary J. Bitner. A look at how hospitality managers can use the environment as a marketing tool to influence and satisfy their customers. Pages 35-39.

**Interior Construction at Hotels**, by Jessica Dee Zive. The interiors of the finest hotels are extremely dynamic, constantly being changed, upgraded, and improved by alert and meticulous managers. A look at the exciting and difficult business of executing design changes. Pages 40-45.

**Rediscovering Direct Mail: A Primer for Hospitality Firms**, by Robert T. Reilly. Is direct-mail advertising appropriate for hospitality firms? Some reasons for and against, and recommendations for making the direct-mail route work. Pages 46-51.

**\*The Telecommunications Revolution, Part II**, by James S. Teicher. This second article in a two-part series explores how the hospitality industry should adapt to the new technology, and explains how videotex systems can serve the industry's needs. Pages 52-56. [GM5 (2 pts.); \$2.50]

**\*The Call-Accounting Decision: How to Select a System**, by Douglas S. Engel and Thomas P. Ives. New laws that permit hotels to resell telephone calls to guests, and new call-accounting systems capable of recording and billing guest calls, may finally make the hotel telephone department profitable. This article shows how to select the system most appropriate for a particular operation. Pages 57-69. [GM8; \$3.00]

**Chain Reservations Systems: What Happens When Guests Call?**, by William J. Quain, Jr., and Peter W. Hermann. A recent study reveals that many hotels quote room rates from the bottom up rather than from the top down. Training reservations clerks to sell rooms to prospective guests can increase profits markedly. Pages 70-73.

**\*Tour Operators and Liability: A Guide for Hoteliers**, by Thomas A. Dickerson. Hotels can benefit from marketing arrangements with tour operators, but they should be aware of possible pitfalls to avoid legal difficulties. Pages 74-78. [L12; \$1.50]

**Restaurant Advertising: Is Anyone Listening?**, by Robert C. Lewis and Venkat Chandrasekar. A study involving restaurant advertisements to determine what effect food-quality claims in advertising have on consumers (very little, according to the researchers). Pages 79-84.

### August 1982 (Vol. 23, No. 2)

**(The Inn-Side of the Law) On Detaining Patrons**, by John E. H. Sherry. What are your rights if you believe a customer is attempting to leave without paying? A recent Louisiana case illustrates the distinction between legal and illegal detainment. Pages 8-9.

**Hospitality Education at the Crossroads**, by Robert C. Lewis. The author feels hospitality education should take a new direction, and thereby help the industry chart a new course. Pages 12-15.

**On Understanding the Future Hospitality Student**, by James R. Keiser and John Swinton. The authors believe hospitality students are becoming ruder, less intellectually curious, and more interested in being entertained than in learning, and suggest how educators might respond constructively to the change. Pages 16-20.

**Should Hospitality Educators Teach Problem-Solving Skills?**, by John Palmer. The author suggests that educators should put more emphasis on teaching problem-solving skills, due to rapidly changing technologies. Pages 21-24.

**An Interview with Ferdinand Metz of the CIA**. Page 25.

**The "Hands-On" Approach**, by Thomas J. Kelly. Experience in the "real world" helps graduates prepare for the challenges of hospitality management. Pages 26-27.

**Applying Case Studies to Hospitality Management Education**, by Margaret Shaw. A discussion of the benefits and limitations of case studies in developing the problem-solving skills of hospitality students. Pages 28-30.

**On Teaching Interior Design**, by Richard H. Penner. Good taste can be taught, according to the author. A discussion of the wide range of subjects that teach students how to make design decisions. Pages 31-33.

**Teaching and Research: A Critical Balance**, by Florence Berger. The competing demands of teaching and research pose significant problems for the university and will become an increasingly important issue for hospitality educators. The author suggests that undue emphasis is placed on research, and discusses the results of this improper balance. Pages 34-37.

**Who Teaches Hospitality Education?**, by Denney G. Rutherford. A survey conducted by the author reveals the age, sex, ethnicity, marital status, industry experience, education, academic rank, and salary of the typical hospitality educator. Pages 38-41.

**Corporate Recruiters: What Do They Want?**, by David A. Ley and Mel Sandler. A recent study reveals how campus recruiters from hospitality corporations make their employment decisions—finding that good looks may count more than good grades. Pages 42-45.

**The View from Industry**. Comments from several industry practitioners on what hotel and restaurant schools are doing right (and doing wrong) in preparing students for management positions. Pages 46-47.

**Tourism Promotion: Big Business for the States**, by Garth Pritchard. A look at how state governments are marketing themselves for tourism development, and at the results of this new initiative. Pages 48-57.

**Capturing Business Travelers: The Travel-Agency Connection**, by Melinda Bush. A study of today's travel-agency market sheds light on how hoteliers can boost their bookings from business sources. Pages 58-61.

**Using the Personal Computer**, by Roy Alvarez. A look at the impact of the personal computer on the hospitality industry, with an explanation of VisiCalc software and a description of how personal computers are applied by four different organizations. Pages 62-69.

**\*Magic Numbers: Psychological Aspects of Menu Pricing**, by Lee M. Kreul. A recent study reveals why restaurateurs are more likely to employ "psychological" pricing techniques than pricing formulas. Pages 70-75. [F&B8; \$2.50]

**Behavior Modeling for Management Development**, by Carl D. Riegel. As the hospitality industry grows more complex and competition heats up, effective management becomes all the more crucial. Behavior modeling may prove to be an important tool for getting the most out of managers. Pages 76-81.

**\*Purchasing for a New Hotel**, by Hans J. Schnitzler. Everything the operator needs to know about par stocks, purchasing requirements, invoices, vendor bids, direct deliveries, and other aspects of outfitting a new operation. Pages 82-91. [PM2; \$5.00]

**(Notes) Forecasting Restaurant Food Sales**, by Kahandas Nandola, Manjulika Koshal, and Rajindar K. Koshal. A study to determine which factors most affected the last two decades' growth in restaurant food sales. Pages 92-96.

---

### November 1982 (Vol. 23, No. 3)

---

**(The Inn-Side of the Law) How to Remove a Guest**, by John E. H. Sherry. A recent court case sheds some light on the conditions under which an innkeeper may simply evict a guest and those under which he must first initiate court proceedings. Pages 6-7.

**The Corporate Conscience and the Role of Business in Society**, by Harold E. Lane. Do corporations have a social responsibility? A look at the history of corporations, their impact on the social environment of their communities in the past, and the social achievements of hospitality-industry corporations today. Pages 8-18.

**Farmer to President: Joe Lee of General Mills**, by Charles Bernstein. The first of three excerpts from Bernstein's book, *Great Restaurant Innovators*. Pages 20-24.

**Toward a Definition of Training**, by Eugene A. Ference. The philosophy of "my way or the highway" is being supplanted by the view that "employees are our most important resource." This article presents a look at training methods of the past, present, and future. Pages 25-31.

**Reaching Your Audience through Special-Interest Magazines**, by Bob Stein. A look at the use of special-interest magazines for economical and effective advertising. Pages 33-37.

**The Hospitality Lobby: Who's Working for You in Washington?**, by Garth Pritchard. This article shows how representatives of the AH&MA and the NRA are constantly at work in Washington to protect the interests of the hospitality industry, and presents a behind-the-scenes look at how the new tip-reporting law was enacted. Pages 38-47.

**The Commercial Condominium Hotel: Considerations for Developers**, by Peter M. Gunnar, Christopher W. Hart, and C. Starr Atwood. Although most condominium hotel development is still taking place in resort areas, the number of commercial condominium hotels has recently risen substantially. This article examines the reasons for the shift, and the advantages and disadvantages to both developers and consumers. Pages 50-57.

**\*Hotel Feasibility Analysis, Part II**, by David A. Troy and Paul Beals. In this second article of a two-part series, the authors present some specific suggestions on how to prepare a more useful hotel feasibility report. Pages 58-64. [A&F30; \$2.50]

**Disposables in Food Service**, by Joseph F. Durocher. A look at the common types of disposables, and some guidelines for selecting the best type for your operation. Pages 65-70.

**\*The Pregnancy Discrimination Act and the Hospitality Manager**, by John P. Kohl and Paul S. Greenlaw. Many hospitality managers are unaware of their rights and obligations concerning pregnant employees under current law. This article clarifies the Pregnancy Discrimination Act, assesses its implications for the hospitality industry, and shows what steps managers can take to avoid liability. Pages 72-76. [L13; \$1.50]

**The Beef-Grading Controversy**, by Gregory X. Norkus. Although the USDA recently withdrew its proposal to change beef-grading standards, the issue is not yet dead. This article tells you what you should know about the proposal before it is brought up for consideration again. Pages 77-79.

**\*Buying or Selling a Restaurant: How to Set the Price**, by John M. Stefanelli. This article examines some of the property-valuation procedures that have been used by restaurateurs when buying or selling a restaurant. A case study is presented in which one restaurant is appraised from both the buyer's and the seller's points of view. Pages 80-92. [A&F31; \$3.50]

---

### February 1983 (Vol. 23, No. 4)

---

**The New Tip-Reporting Law: A Cloud with a Silver Lining?**, by Marcel R. Escoffier and Shirley Dennis-Escoffier. Although the provisions of the new tip-reporting law appear burdensome to most restaurateurs, they may also prove useful in obtaining valuable information on employee productivity. Pages 8-14.

**Managing Employee Turnover**, by William J. Wasmuth and Stanley W. Davis. The authors present a method for costing employee turnover to determine its impact on the bottom line. Pages 15-22.

**Sex Discrimination: The Changing Status of Private Clubs**, by Marian Yim. Private clubs have historically been exempt from antidiscrimination laws, but public opinion and a more narrow definition of the designation "private club" are leading many club managers to change their membership policies. Pages 23-27.

**Creative Financing in the Lodging Industry**, by James J. Eyster. This article examines the changing roles and strategies of developers, lenders, operating companies, and brokers in hotel financing and development. First in a series. Pages 28-37.

**The One-Minute Manager**, by Kenneth Blanchard and Spencer Johnson. An excerpt from the current bestseller. Pages 38-41.

**The 1982 HSMA Ad Awards: A Look at the Winners**. This year's winners of the Hotel Sales Management Association advertising contest reveal how their ads were created, highlighting the importance of target marketing. Pages 43-50.

**Police Searches: The Innkeeper's Rights and Obligations**, by Jon P. McConnell. An examination of some recent criminal cases in which methods of obtaining evidence were challenged by the defendants, covering police entry, trash searches, and telephone eavesdropping. Pages 51-55.

**Don Smith: Miracle Maker**, by Charles Bernstein. The second of three excerpts from Bernstein's book, *Great Restaurant Innovators*. Pages 56-64.

**Training at the Top: Developing Senior Managers for the Hospitality Industry**, by Thomas F. Powers, John W. Patterson, and Michiel R. Leenders. This article explains the hows and whys of a new top-management program designed to help the industry meet its needs for developing senior executives. Pages 65-71.

**Understanding Hospitality Insurance**, by William J. Hoffman. A discussion of the wide range of insurance coverage applicable to hospitality properties, with some basic information on selecting insurance. Pages 72-79.

**Teleconferencing Update**, by Paul E. Gillette. A discussion of the growth of teleconferencing, a look at what some hotel chains are doing to meet the rapidly changing communication needs of America's corporations, plus tips for promoting teleconference events. Pages 80-85.

**QUERLAW: New Techniques and Technology for Adhering to Employee-Relations Laws**, by Paul S. Greenlaw and John P. Kohl. The authors suggest new techniques to be applied by hospitality managers to cope with the myriad laws of the federal government regulating the personnel function. An overview. Pages 86-94.

**(Guest Observer) Marketing Myopia Revisited: Looking Back into the 1980s**, by Oscar Stittlespit. Somber observations by a noted authority. Pages 98-99.

